

EXTRACT FROM:

Attachment 1  
7 May 1952

MEMORANDUM FOR: The Comptroller

FROM : The Deputy Comptroller

SUBJECT : Establishment of Technical Accounting Staff

1. As we have discussed on several occasions, it is imperative that we take appropriate steps to establish a staff of high level accountants to accomplish the large amount of staff work of the Comptroller's Office including the many accounting and fiscal procedural studies, developments, and installations, and the necessary inspections which we agree are necessary and for which we have no adequate provision in our present structure.

2. At the present time too much of your and my time is devoted to developing answers to accounting, audit and financial problems that occur daily which involve policy determinations and decisions but which require hours of research and development. The determinations and decisions should be made in most instances by us, but the research and development should be accomplished by staff employees. The Chief of the Finance Division and the Fiscal Division and their immediate assistants also do some of this development work and this results in diverting their time from the supervision of the operations of their Office, and reduces their effectiveness in this respect. Particularly is this true with respect to the Finance Division. The Chief of this Division and his staff have a terrifically difficult responsibility with respect to maintaining accounts properly and currently, accomplishing audits currently and effectively, handling complex financial activities, and rendering meaningful reports and financial statements. The administration of the large number of personnel involved in this work should receive the complete attention of the heads of that office, and staff work should be performed elsewhere in a properly established staff organization.

3. Necessary procedural studies, developments and installations and necessary surveys and inspections are just not being adequately accomplished because there is no staff of accountants developed for this purpose.

4. Our present approach to this latter problem is a very undesirable method of forming task forces which are composed of operating personnel who must be removed from very important finance operations. This is best exemplified by our recent necessity of appointing a task force of Mr. - - - and Mr. - - - to develop and prepare procedures for covert allotment and obligation accounting records and reports. These two men occupy important key positions in the Finance Division, and the Finance Division will be handicapped by being deprived of their services for several months. However, under our present organization, this approach is the only means of accomplishing this very necessary project.

Job Descriptions follow on succeeding pages.

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Attachment 2  
7 May 1952CURRENT ASSIGNMENTS OF  
TECHNICAL ACCOUNTING STAFF PERSONNEL

1. The GS-11 Accountant is engaged in an extensive project involving the re-writing of Agency regulations. This employee recently completed the Agency

overt and covert Agency Headquarters regulations which are in process of development by a committee chaired by Mr. ---, Special Assistant to the Deputy Director (Administration). In addition, he performs numerous special studies and assignments for which he is particularly qualified because of his long and valuable Agency experience.

2. Two of the GS-13 Accountants have been continually engaged in a project designed to establish accounting control over Agency property and equipment in use and material stores. It appears that at least one Accountant will be required as a continuing liaison with the Logistics Office after the present project of initially establishing such accounting control is completed. The other Accountant on this project, who recently returned from the FE area, where he collaborated with the Logistics Office task force engaged in establishing inventory control over warehouse stores, is now assigned to an extensive survey of accounting and budgeting functions performed within the operating offices of the Agency.

3. Another of the GS-13 Accountants is assigned to review and recommend necessary revisions in the agent contract payroll operations of the Finance Division. This Accountant is also collaborating with Finance Division personnel in a study designed to establish policy governing the rights, privileges and benefits of military personnel assigned to the Agency and to develop detailed procedures, forms, etc., governing the administration of such benefits. These two projects will require an extensive period to complete. It has become necessary recently to divert this employee's efforts from these projects in order to handle special problems, including (1) the development of a plan for converting all Agency allotment accounting to a new system of allotment account designations required under the revised DA/T organizational structure and (2) the conduct of a survey of the Finance Division's Payroll and Travel Branch and the preparation of a report identifying the principal causes for the then significant back-log in this Branch's work.

4. The other GS-13 Accountant has been assigned to serve in a liaison capacity with the Commercial Division on technical accounting problems affecting proprietary and subsidy projects, including the development of systems of accounting for such projects. The field of work in this area is so great that this staff member has been able to date to attend to only the more urgent current problems while the accounting systems and problems of many projects have not received needed attention. The GS-12 Accountant has assisted in this area of work and it appears that the full time services of both of these staff members will continuously be required in this proprietary and subsidy project accounting area.

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5. The Chief of the Technical Accounting Staff has supervised the activities of the Staff members and participated in discussions of fiscal and accounting problems with the Comptroller, Deputy Comptroller and officials throughout the Agency. He has served for the Deputy Comptroller in liaison with the Project Administrative Planning Staff in the development of Administrative plans, as required by Section 9.4 of the Confidential Funds Regulations; reviewed on a consulting basis for the Deputy Comptroller cost audit reports prepared by the Planning and Field Audit Branch of the Finance Division; assisted in the development of a program to facilitate the recruitment of personnel for comptroller type accounting positions in Agency proprietary projects; and prepared or supervised the preparation of staff studies, Agency notices and correspondence for the Deputy Comptroller, The Comptroller, and others.

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